

Research Article

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Professionalism and Workload on Performance: OCB as a Moderator

Immanuel Wellem^{1*} , Budiyanto² , Suwitho³ 

¹Doctoral Program in Management Science, Indonesia School of Economics (STIESIA), Indonesia

²Full Professor, Head of Doctoral Program in Management Science Study, Indonesia School of Economics (STIESIA), Indonesia

³Full Professor, Head of Undergraduate Program in Management, Indonesia School of Economics (STIESIA), Indonesia

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Correspondence:
immanuel.wellem@gmail.com

ABSTRACT

This study examines the influence of professionalism and workload on the performance of village secretariat staff in Sikka Regency, East Nusa Tenggara, Indonesia. It also explores the moderating role of organizational citizenship behaviour (OCB) in these relationships. Using a quantitative research approach, data were collected from 230 respondents through structured questionnaires. Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed for data analysis. The results show that professionalism has a significant positive effect on performance. Workload has a significant negative effect on performance. OCB also has a significant positive effect on performance. In addition, OCB positively moderates the effect of workload on performance, acting as a buffer against the negative impact of high job demands. Conversely, OCB negatively moderates the relationship between professionalism and performance, indicating a diminishing return when both variables are high. The findings support the Job Demands-Resources (JD-R) Theory and contribute to understanding performance dynamics in decentralized village governance. Practical implications include the need to improve staff professionalism, manage workload effectively, and foster a collaborative work environment that encourages OCB.

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Indonesia's national development framework under the *Nawacita* program underscores the importance of rural empowerment. *Nawacita* represents the nine key national development goals during the presidency of Joko Widodo and Jusuf Kalla from 2014 to 2019 (Kompas, 2014). Village autonomy, formalized through Indonesian Law No. 6 of 2014, grants villages the authority to manage development independently, with expectations for participatory governance, financial transparency, and accountable service delivery. In line with this, village governments play an increasingly strategic role in accelerating equitable development, reducing poverty, and supporting sustainable local growth.

Despite the strong legal foundation, implementation has revealed several performance-related issues in village-level governance. For instance, the [Ombudsman of Republik Indonesia \(2020\)](#) documented that out of 809 complaints received in 2020 in East Nusa Tenggara, a significant proportion involved service delays, failure to deliver services and procedural errors. Many of these complaints were directed at village governments, raising concerns about administrative effectiveness and responsiveness at the grassroots level.

Sikka Regency in East Nusa Tenggara illustrates these challenges vividly. As of 2023, Sikka comprises 181 villages and has received substantial Village Fund allocations from the central government. However, only 65.1% of the allocated funds were disbursed, primarily due to administrative delays and reporting deficiencies (Halim & Taryani, 2023). These operational weaknesses are closely tied to the performance of village secretariat staff, who are responsible for documentation, budgeting, and reporting activities critical to fund utilization.

The village secretariat, composed of the village secretary and supporting administrative officers, holds a central role in ensuring that financial and development reports are accurate and timely. A performance survey conducted among 30 secretariat staff in Sikka revealed suboptimal outcomes across key indicators: quality (72.67%), quantity (74%), timeliness (71.33%), and cost efficiency (74.67%). These results suggest a 26.83% performance gap, indicating the need to strengthen human resource capacity at the village level (Narimawati, 2007).

One dimension that may influence staff performance is professionalism. Professionalism reflects the alignment between job responsibilities and competencies, underpinned by knowledge, work ethic, and responsibility (Iskandar et al., 2020; Kurniawan, 2005). However, data from the Sikka District Office indicates that 80.85% of secretariat staff hold only high school diplomas, while only 16.57% are university graduates. Field interviews revealed limited initiative, a strong dependency on superiors, and a lack of adaptability among staff, signalling low professional autonomy.

Another relevant factor is Organizational Citizenship Behaviour (OCB), which refers to voluntary and non-contractual behaviours that contribute positively to organizational performance (Chang et al., 2021; Pouramini et al., 2018). Previous studies (Miao et al., 2018; Romaiha et al., 2019) suggest that high OCB correlates with lower absenteeism, improved cooperation, and greater workplace harmony. Observations in Sikka indicate that some staff are reluctant to assist colleagues outside their assigned tasks, resist working beyond office hours, and are less inclined to share resources. These behaviours point to a weak internalized culture of organizational citizenship, which may inhibit collective effectiveness.

Workload is another variable often associated with employee performance (Narangerel, 2019). Workload, defined as the volume and complexity of tasks handled within a specified timeframe, is a significant stressor that can lead to burnout and decreased job quality when unmanaged (Khan et al., 2019; Munandar, 2001). Village staff in Sikka frequently face overlapping deadlines and must manage complex reporting requirements. Given the limited staff and technical infrastructure, many continue to work while ill or skip training opportunities, compromising both their well-being and output quality.

While these variables—professionalism, workload, and OCB—are often studied in relation to employee performance, prior research has shown inconsistent results. Some studies affirm that professionalism and workload directly influence performance (Jalal & Zaheer, 2017; Purnamayanti & Indiani, 2020), while others report no significant effects (Rakhmatullah et al., 2018; Soelton et al., 2018). Similar contradictions are found in the OCB literature, where certain works emphasize its strong role in performance enhancement (Basu et al., 2017), but others find only weak or non-significant links (Hanzaee & Mirvaisi, 2013).

The present study addresses these inconsistencies by adopting the Job Demands-Resources (JD-R) framework (Demerouti et al., 2001). JD-R Theory distinguishes between job demands (e.g., workload) and job resources (e.g., professionalism, OCB) and posits that the balance between these two elements determines employee well-being and performance. Job resources can buffer the negative effects of high demands and promote positive outcomes such as motivation and productivity (Bakker & Demerouti, 2007).

Within this framework, OCB is positioned as a moderating variable—one that can strengthen or weaken the influence of professionalism and workload on performance. This moderating role provides a fresh perspective on how behavioural dimensions can compensate for structural or capacity-related gaps in resource-constrained environments like village governance. As suggested by Wu and Zumbo (2008), moderation analysis offers an effective approach to clarifying complex relationships and enhancing model robustness.

Through this lens, the study aims to explore the interplay between professionalism, workload, and OCB in predicting the performance of village secretariat staff in Sikka Regency. By integrating behavioural variables into a structural model grounded in JD-R Theory, the study expects to generate insights that are both empirically grounded and practically relevant.

This study has the potential to contribute meaningfully to the discourse on public sector performance in decentralized governance contexts. The findings could inform strategies to improve administrative efficiency at the village level by promoting professionalism and cultivating OCB while managing workloads more effectively. These insights may also guide local governments and training institutions in designing interventions that build not only technical competence but also behavioural resilience among frontline administrative staff.

Literature Review

Cohen and Kol (2004) emphasize that professionalism plays a significant role in shaping individual behaviour in organizations, particularly in encouraging responsible and ethical performance. Professionalism is often defined by an individual's adherence to organizational standards, job knowledge, and ethical norms, which collectively support efficient service delivery.

This conceptual foundation is echoed by [Chrisdianto and Respati \(2019\)](#), who identified professionalism as a key determinant of employee performance, especially in public institutions where accountability and procedural correctness are essential. Similarly, [Kaawaase et al. \(2019\)](#) highlighted the interactive effects of professionalism on organizational performance in audit practices, concluding that professional competence significantly enhances task execution and accuracy. These findings are reinforced by [Iskandar et al. \(2020\)](#), whose study in the village administrative context in Indonesia found that higher levels of professionalism positively influence service quality. Based on this body of research, this study proposes the first hypothesis:

H1: Professionalism has a significant effect on the performance of village secretariat staff.

The concept of workload has long been central to understanding variations in employee performance. [Munandar \(2001\)](#) categorized workload as the physical and mental demands placed upon individuals, which, if excessive, can lead to reduced concentration, burnout, and errors. [Jalal and Zaheer \(2017\)](#) demonstrated that increased workload was positively associated with job performance up to a point, after which it caused negative outcomes, such as diminished job satisfaction and higher turnover. This non-linear relationship is further explained by [Ilies et al. \(2015\)](#), who identified that psychological distress arising from an unbalanced workload negatively affects work-life harmony and effectiveness. However, [Nabawi \(2019\)](#) and [Soelton et al. \(2018\)](#) provide a nuanced view, showing that in certain organizational settings, workload had limited or even insignificant effects on performance, suggesting the presence of moderating or mediating variables. Nevertheless, when considered in isolation, several studies, including those by [Khan et al. \(2019\)](#), argue that both task volume and complexity directly impact performance quality and speed. These insights support the second hypothesis:

H2: Workload has a significant effect on the performance of the village secretariat staff.

OCB has gained wide recognition as a critical element in improving organizational effectiveness through cooperative, discretionary behaviours that are not formally required but significantly enhance workplace climate. [Bies and Organ \(1989\)](#) originally conceptualized OCB as a set of voluntary behaviours that help create a supportive environment, such as helping co-workers or demonstrating initiative beyond formal responsibilities. [Chang et al. \(2021\)](#) and [Miao et al. \(2018\)](#) confirmed that OCB promotes innovation, communication, and mutual support, all of which are crucial for delivering public services efficiently. Studies by [Basu et al. \(2017\)](#), [Kissi et al. \(2019\)](#), and [Umam and Setiawan \(2019\)](#) further showed that employees exhibiting strong OCB tend to perform better, collaborate more effectively, and display greater adaptability under pressure. However, not all research aligns with this point. [Hanzaee and Mirvaisi \(2013\)](#), for instance, found that in the Iranian hospitality sector, OCB did not have a statistically significant impact on measured performance indicators. These differing results may stem from contextual factors, such as organizational culture, leadership style, or sector-specific expectations. Despite this, the weight of empirical evidence supports the third hypothesis:

H3: OCB has a significant effect on the performance of village secretariat staff.

The interaction between professionalism and OCB has also been a subject of theoretical interest. [Borman and Motowidlo \(1993\)](#) suggest that employees who exhibit high levels of OCB are often more recognized for their professionalism, which in turn reinforces motivation and goal alignment. [Cohen and Kol \(2004\)](#) found a consistent positive relationship between professionalism and OCB, particularly among more educated workers. Moreover, [Podsakoff et al. \(2000\)](#) argue that OCB helps reduce interpersonal conflict and enhances group cohesion, both of which can amplify the impact of professional behaviour on performance. When OCB is present, professionals are more likely to take the initiative, help others, and handle complex administrative challenges without external prompting. In this way, OCB may strengthen the effects of professionalism on employee outcomes. Based on these arguments, the following hypothesis is developed:

H4: OCB moderates the effect of professionalism on the performance of village secretariat staff.

Workload, while traditionally studied as a standalone variable has relationship with most of the performance-related variables such as decision making, self-efficacy ([Narangerel, 2019](#)), and may also interact with behavioural attributes like OCB in influencing performance. According to [Podsakoff et al. \(2000\)](#), individuals with strong OCB are better equipped to manage high workloads due to their willingness to support co-workers and adopt a cooperative stance under pressure. Similarly, [Knight et al. \(2021\)](#) demonstrated that job crafting interventions were more effective when employees exhibited higher OCB, particularly under intense workload conditions. [Kissi et al. \(2019\)](#) found that in the construction industry, OCB moderated the relationship between workload and performance, indicating that high OCB could buffer the negative impact of excessive work demands. This finding aligns with [Demerouti et al. \(2001\)](#) Job Demands–Resources (JD-R) theory, which posits that resources like OCB can mitigate the strain caused by heavy job demands. Thus, individuals who engage in OCB are more likely to remain resilient, efficient, and cooperative even in stressful environments. From this perspective, the fifth hypothesis is proposed:

H5: OCB moderates the effect of workload on the performance of village secretariat staff.

Method

This study employed a quantitative approach to examine the effects of professionalism and workload on the performance of village secretariat staff, moderated by OCB. The research was conducted in Sikka Regency, East Nusa Tenggara, involving 543 secretariat staff as the study population. Two hundred thirty respondents were selected proportionally from all sub-districts. Data were collected through a structured questionnaire using a five-point Likert scale, with simple random sampling employed.

All measures were recorded using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Professionalism (3 items), adapted from from [Iskandar et al., \(2020\)](#) and [Yoo et al. \(2012\)](#), reflects an employee's dedication to competence and adaptability. For instance, respondents expressed their agreement with statements like "I frequently propose creative solutions to challenges" and "I respond promptly to changing work demands." Workload (4

items), derived from [Munandar \(2001\)](#) and [Nurmianto \(2008\)](#), assesses the extent to which job demands surpass one's resources. Sample items include "My tasks often leave me physically exhausted" and "I have little time for breaks or recovery." Organizational Citizenship Behaviour (5 items), based on [Bies and Organ \(1989\)](#), captures discretionary, extra-role activities beyond formal duties. Examples include "I willingly help colleagues who are overloaded" and "I stay informed about organizational changes even when it's not required." Finally, Village Secretariat Performance (4 items), anchored in [Law No. 6 of 2022 Concerning Performance Management of State Civil Apparatus \(2022\)](#), evaluates core outcomes of secretariat work. Illustrative items are "I complete tasks within the allotted time" and "I manage resources so that our activities stay within budget."

Instrument validity and reliability were confirmed through loading factor ($> .70$), AVE ($> .50$), and composite reliability ($> .70$) tests. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS. The model evaluation included outer model testing (validity and reliability) and inner model analysis (path coefficients and t-statistics), with bootstrapping (5,000 resamples) at a 5% significance level.

Result

This study involved 230 village secretariat staff from across 21 sub-districts in Sikka Regency. The demographic analysis was conducted to understand the composition of respondents based on gender, age, education level, and tenure. The majority of respondents were female, totalling 160 individuals (69.57%), while the remaining 70 respondents (30.43%) were male. In terms of age, most respondents were within the productive working age of 31–40 years (41.30%), followed by those aged 41–50 years (29.57%) and 21–30 years (23.91%). This result indicates a favourable age distribution for combining administrative experience with innovation potential.

Regarding educational background, a large proportion of respondents (79.57%) had completed high school or equivalent, while 20.43% held a bachelor's degree (S1). This result reflects the ongoing challenge of professional capacity building at the village level. In terms of work tenure, most respondents had 6–10 years (19.57%), 11–15 years (21.30%), or more than 15 years (20.43%) of experience, indicating that over 60% had substantial service experience in administrative roles. However, 10.87% had less than 5 years of tenure, signalling the presence of newer staff members who may require further orientation and training. These characteristics are important for interpreting the performance outcomes in this study, as factors like experience and education can significantly influence professionalism and task execution.

Table 1

Result Loading Factor and Variance Extracted

Variable	Indicator		Loading Factor	Result
Village Secretariate Performance	VSP ₁	Quantity	.90	Valid
	VSP ₂	Quality	.86	Valid
	VSP ₃	Time to Finish Work	.82	Valid
	VSP ₄	Cost	.85	Valid

Variable	Indicator		Loading Factor	Result
Organizational Citizenship Behaviour	OCB ₁	Altruism	.81	Valid
	OCB ₂	Civic Virtue	.81	Valid
	OCB ₃	Sportsmanship	.86	Valid
	OCB ₄	Conscientiousness	.81	Valid
	OCB ₅	Courtesy	.80	Valid
Workload	WL ₁	Sacrificing Physical Condition	.93	Valid
	WL ₂	Inability to actuate skill	.95	Valid
	WL ₃	Limited time to do non-productive activity	.93	Valid
	WL ₄	Mental and Psychological Burden	.94	Valid
Professionalism	Pro ₁	Creativity	.89	Valid
	Pro ₂	Innovation	.85	Valid
	Pro ₃	Responsiveness	.87	Valid

As evidenced by Table 1, all indicators demonstrate validity in measuring their respective latent variables. This validity is substantiated by the loading factor values, which exceed 0.5 for all indicators.

As presented in Table 2, the reliability test results of the instrument with Cronbach's alpha and composite reliability demonstrate that all instruments are reliable, as evidenced by the value meeting the acceptable threshold with values exceeding .7.

Table 2
Construct Reliability

Variables	Cronbach's Alpha	Composite Reliability	Result
Village Secretariate Performance	.88	.92	Reliable
Organizational Citizenship Behaviour	.88	.91	Reliable
Workload	.95	.96	Reliable
Professionalism	.84	.90	Reliable

The R² value for staff performance was .54, indicating that approximately 54.9% of the variance in performance can be explained by professionalism, workload, OCB, and their interaction effects. This value reflects a moderate to strong explanatory level, suitable for behavioural research in public sector settings. Predictive relevance (Q²) was assessed through blindfolding procedures, and the Q² value for performance exceeded 0, confirming the model's predictive capability.

Table 3
Hypothesis Test Results

Relationship Between Variables	Original Sample (O)	<i>t</i>	<i>p</i>
Pro -> VSP	.375	5.116	.000*
WL -> VSP	-.279	5.148	.000*
OCB -> VSP	.192	2.902	.004*
OCB*Pro -> VSP	-.089	1.618	.106
OCB*WL -> VSP	.152	2.797	.005*

*: Significant Result

The path analysis indicated that professionalism (Pro) emerged as a strong positive predictor of village secretariat performance (VSP). With each one-unit increase in professionalism, performance improved by 0.375 units ($t = 5.116$, $p < .001$). Conversely, workload (WL) had a significant negative impact—each additional unit of workload led to a 0.279-unit decrease in performance ($t = 5.148$, $p < .001$). Organizational citizenship behavior (OCB) also positively influenced performance, though to a lesser degree ($\beta = .192$, $t = 2.902$, $p = .004$).

In examining interaction effects, result shows that OCB did not significantly moderate the influence of professionalism on performance ($\beta = -.089$, $t = 1.618$, $p = .106$). This result suggests that the enhancement professionalism provides to performance remains consistent, irrespective of an employee's level of extra-role behavior. However, OCB did mitigate the detrimental impact of heavy workloads: when employees exhibited higher levels of citizenship behavior, it notably reduced the negative correlation between workload and performance ($\beta = .152$, $t = 2.797$, $p = .005$). Practically speaking, those who go "above and beyond" are better equipped to sustain strong performance even under demanding workloads.

Discussion

Professionalism and Performance

The results indicate that professionalism has a significant positive effect on the performance of village secretariat staff. This finding is consistent with previous studies, including those by [Purnamayanti and Indiani \(2020\)](#), [Alfreth et al. \(2021\)](#), and [Nurrohmat \(2022\)](#), which concluded that professionalism is a key driver of individual and organizational performance. Similar evidence is also presented by [Kaawaase et al. \(2019\)](#), who found that professional competence enhances the quality of outcomes in public sector institutions. These findings reinforce the theoretical argument that professionalism contributes to improved work outcomes, particularly in administrative environments where precision and procedural adherence are essential.

In the context of this study, the positive influence of professionalism can be understood through the structured responsibilities and legal mandates placed upon the village secretariat staff. Staff members who demonstrate greater knowledge, ethical conduct, and self-regulation are better equipped to meet reporting deadlines, manage financial accountability, and support village-level governance activities. Moreover, professionalism enables staff to operate independently, reduce reliance on direct supervision, and uphold public trust—factors that directly contribute to improved administrative performance in decentralized government settings.

Workload and Performance

The analysis confirms that workload negatively influences performance, a finding that aligns with studies by [Nabawi \(2019\)](#), [Omolayo and Omole \(2013\)](#), and [Soelton et al. \(2018\)](#). These studies indicate that excessive job demands can lead to stress, burnout, and a decline in output quality. In contrast, [Jalal and Zaheer \(2017\)](#) reported a positive correlation between workload and performance, suggesting a non-linear relationship wherein moderate workload may boost productivity, but excessive load impairs it. The current study suggests that the negative impact of

workload indicates secretariat staff are operating under burdensome conditions that exceed optimal limits.

The rationale behind this result is rooted in the administrative structure of village governance in Sikka. Secretariat staff are required to prepare and submit multiple complex reports while facing human resource shortages, time constraints, and inadequate digital infrastructure. These high demands often exceed their capacity, resulting in task delays and reduced quality. Without adequate support or mechanisms to manage this workload, staff performance is inevitably compromised, confirming the Job Demands–Resources (JD-R) theory assertion that unmanaged demands impair outcomes in the absence of balancing resources.

Organizational Citizenship Behavior and Performance

The study also finds that OCB significantly and positively influences staff performance. This aligns with previous studies by [Chang et al. \(2021\)](#), [Miao et al. \(2018\)](#), and [Umam and Setiawan \(2019\)](#), which emphasized that discretionary behaviours such as cooperation, altruism, and conscientiousness improve individual and collective performance. [Basu et al. \(2017\)](#) and [Kissi et al. \(2019\)](#) similarly observed that OCB fosters a collaborative environment that supports better task execution. However, other research, such as [Hanzaee and Mirvaisi \(2013\)](#), found no significant relationship between OCB and performance, suggesting that organizational context may mediate the strength of this relationship.

In the Sikka context, OCB manifests in staff members' willingness to help colleagues, work beyond assigned hours, and contribute to problem-solving outside their formal roles. These behaviours are not formally mandated but significantly enhance the work environment and efficiency. In decentralized village settings, where resources are limited and responsibilities are broad, OCB acts as a critical intangible asset that supports smooth operations, reinforces trust among co-workers, and fills institutional gaps that formal structures cannot address on their own.

OCB as a Moderator of Professionalism and Performance

Interestingly, the analysis shows that OCB negatively moderates the relationship between professionalism and performance. This result differs from expectations and contrasts with the assumptions in studies such as [Borman and Motowidlo \(1993\)](#) and [Podsakoff et al. \(2000\)](#), which generally describes OCB as enhancing the effects of professionalism. While both variables positively affect performance individually, their interaction appears to produce a diminishing return in this study's context. One explanation may be that when individuals with high professionalism are also highly involved in OCB, role conflict or resource dispersion occurs, reducing task focus or generating inefficiencies.

This inverse relationship can be understood through the JD-R framework. While professionalism equips staff with strong task competence, and OCB encourages collaborative and voluntary behaviours, excessive engagement in both may lead to resource depletion, especially in environments with high workloads and limited support. For instance, a highly professional staff member may lose focus on task execution if frequently diverted by voluntary activities that benefit others. This finding suggests that although both attributes are valuable, their interaction must be managed carefully to avoid overlap or overload in administrative roles.

OCB as a Moderator of Workload and Performance

In contrast, the study finds that OCB positively moderates the relationship between workload and performance, confirming the buffering hypothesis proposed in the JD-R theory. This result aligns with previous research by [Podsakoff et al. \(2000\)](#), [Knight et al. \(2021\)](#), and [Kissi et al. \(2019\)](#), which identified that OCB helps individuals cope better with heavy workloads by providing psychological and social support. Employees exhibiting strong OCB tend to maintain their performance even when experiencing high job demands, owing to increased collaboration, emotional resilience, and shared accountability.

This result is particularly relevant in the context of village secretariat work, where task volume is high and organizational infrastructure is limited. Staff who demonstrate OCB—such as taking initiative, offering help, or maintaining a positive attitude—are better equipped to manage stress and sustain performance. These behaviours create a culture of mutual support, enabling task redistribution, emotional encouragement, and effective coping. Thus, OCB functions as a job resource that mitigates the adverse effects of workload, helping staff remain productive under pressure.

Conclusion

This study investigated the influence of professionalism and workload on the performance of village secretariat staff in Sikka Regency, with OCB considered as both an independent and moderating variable. The findings confirm that professionalism has a significant positive effect on performance, indicating that when staff exhibit higher job competence, ethics, and independence, their performance in administrative duties improves. Workload was found to have a significant negative effect, suggesting that unmanaged or excessive demands hinder staff effectiveness. Furthermore, OCB demonstrated a positive direct effect on performance and moderated the relationship between workload and performance positively, highlighting its buffering role in high-demand environments. However, OCB did not moderate the relationship between professionalism and performance, suggesting that its influence may be more pronounced when staff face pressure rather than when they are well-equipped professionally.

From a practical standpoint, these results provide important considerations for improving administrative performance in village governance. Increasing professionalism through structured training programs, mentorship, and task alignment based on staff competencies is essential. At the same time, workload management—through equitable task distribution and process streamlining—is crucial to avoid performance decline. Encouraging OCB among staff by fostering a collaborative culture and recognizing discretionary efforts can further enhance workplace synergy. These insights support the design of targeted interventions by local governments to improve not only individual effectiveness but also organizational outcomes across village institutions in Sikka and similar decentralized regions.

From a theoretical perspective, the study affirms and extends the Job Demands–Resources (JD-R) Theory by demonstrating how OCB functions as a moderating resource in mitigating the adverse effects of workload. It also refines the understanding of the boundary conditions under which professionalism contributes to performance, showing that while professionalism is

foundational, its effectiveness is not necessarily amplified by voluntary behaviours like OCB. This nuance adds depth to existing frameworks on public sector performance, particularly in resource-constrained or decentralized governance environments.

Building on these findings, future studies could explore the interplay between leadership styles (e.g., responsible leadership or informal institutional leadership) and OCB in mitigating workload pressures, as prior research highlights leadership's role in shaping employees' discretionary behaviours. Investigating cross-cultural or sector-specific variations (e.g., public vs. private sectors) in OCB's moderating effects could refine contextual applicability, particularly in decentralized governance models like Sikka Regency. Additionally, integrating Counterproductive Work Behaviours (CWB) into the framework may reveal how OCB offsets negative outcomes in high-stress environments. Longitudinal designs could assess how sustained OCB engagement influences long-term performance under fluctuating workloads, addressing gaps in temporal causality. Finally, exploring mediating mechanisms—such as gratitude or organizational identification, as demonstrated in studies on responsible leadership—may deepen understanding of the psychological pathways linking professionalism, workload, and OCB to performance outcomes. Such inquiries would extend the Job Demands–Resources Theory by contextualizing resource interactions in public administration settings.

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Conflict of Interests

No, there are no conflicting interests of the output of this research.

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